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ABSTRACT

After five years of existence, a three-county regional cooperative including public libraries, a community college library, and local government agencies was evaluated to assess: (1) general library services; (2) the interlibrary loan program; (3) library user satisfaction; and (4) the need for additional statistical reporting. Existing records and site visits were used. Results showed a high level of service, but the further development of information and reference services was recommended. This report chronicles the development of the cooperative, outlines the evaluation procedure, and summarizes the results. (EMH)

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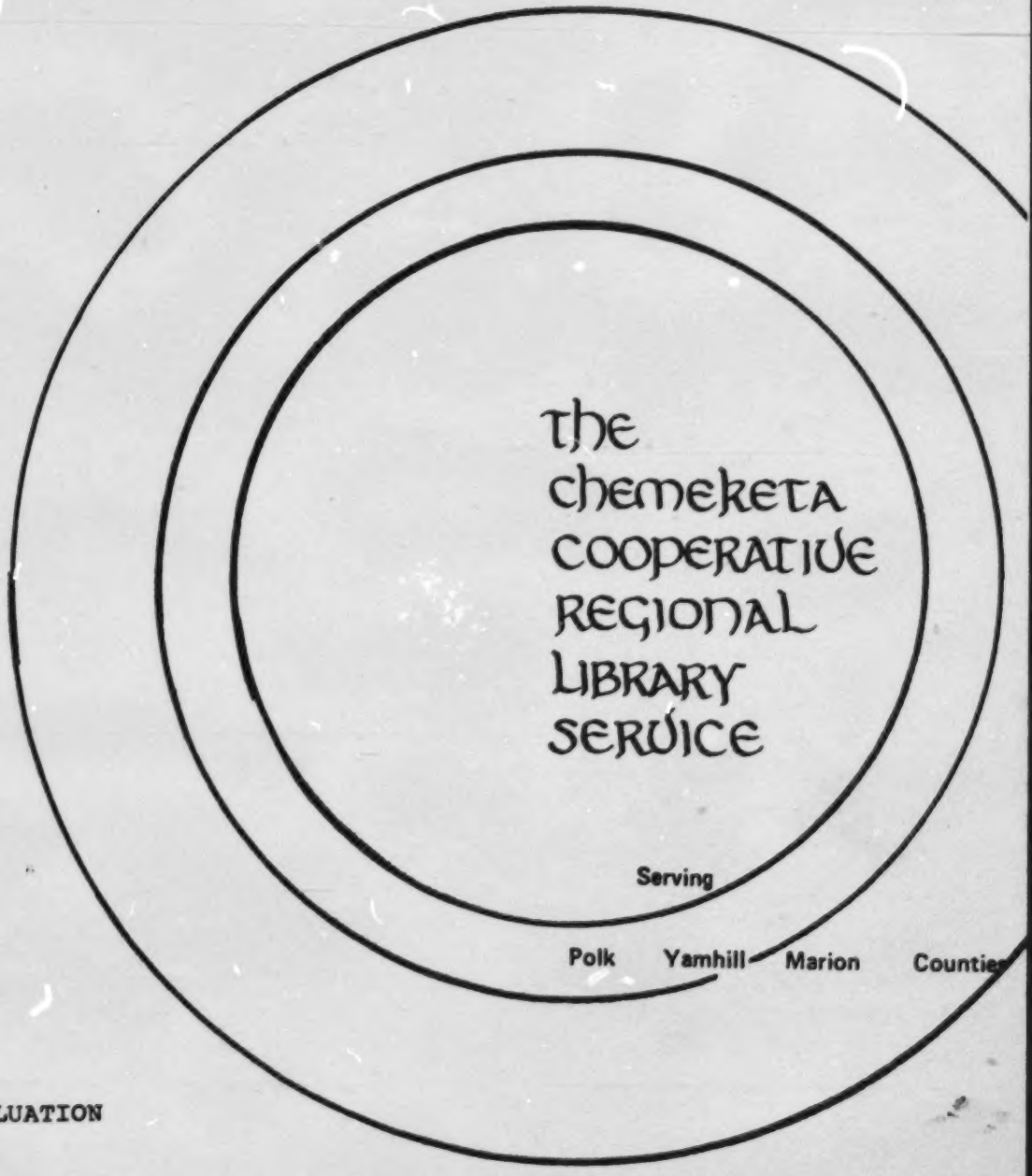

AN EVALUATION

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January, 1976

Mr. Claude Settlemire, Chairman
Chemeketa Cooperative Regional Library Service
Advisory Committee
Salem Public Library
Salem, Oregon 97301

Dear Mr. Settlemire:

I am submitting with this letter an evaluation of the first year of operation of The Chemeketa Cooperative Regional Library Service serving Polk County, Yamhill County and Marion County through cooperation. This evaluation is a review of the activities implemented under the Plan developed for the three counties with recommendations for the future of the Service.

I wish to express my deep appreciation to you and your staff for the valuable assistance that has been provided; to all of the librarians of the libraries which are members of the cooperative regional library service and to their staffs for their support. I appreciate also the help of all others with whom I worked - library board members, users of the libraries, non-users of libraries, members of the Advisory Committee for the Service, the Mid Willamette Valley Council of Governments, the PYM Librarians Council and the members of the Citizens for Regional Library Service.

I wish you well in the future development of library service in the tri-county area through The Chemeketa Cooperative Regional Library Service. Much has been accomplished and much remains to be accomplished through this Service to develop complete library service in the counties of Polk, Yamhill and Marion.

Sincerely yours,

Phyllis I. Dalton

Phyllis I. Dalton
Library Consultant

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THE CHEMEKETA COOPERATIVE REGIONAL LIBRARY SERVICE - Serving Polk County, Yamhill County and Marion County through Cooperation - AN EVALUATION

Objectives of the Service - The Chemeketa Cooperative Regional Library Service is the first cooperative regional library service of its kind in the State of Oregon and in the United States. While regional library service and cooperative library service are provided in Oregon and in many areas of the United States, The Chemeketa Cooperative Regional Library Service is unique in its administrative organization for providing regional cooperative library service. The Service is made up of public libraries, a community college library, the state library, and a liaison council of governments to provide library service on a cooperative basis to the people in the three counties of Polk, Yamhill and Marion. The boundary of the library service area is that of the Chemeketa Community College District.

The Goal of the Chemeketa Cooperative Regional Library Service is: WORKING TOGETHER TO PROVIDE LIBRARY SERVICE TO ALL CITIZENS IN THE TRI-COUNTY AREA. This service is accomplished through meeting the following objectives: 1) The sharing of resources for the benefit of the people. 2) The sharing of skills for the benefit of the people of the tri-county area. 3) The providing of service to the people through a network of information. 4) The providing of training through special workshops and continuing education to up-grade constantly the library service provided to the people.

The goal and objectives are to be reached through the development of several programs of library service in the three county area. These programs are: a. Reference and Information service available to all of the people in the three counties. b. Rapid Communication of information

and materials among the libraries for the benefit of the people of the area. c. Courier Service to enable the libraries to send materials among the member libraries to fill requests made by the people in the tri-county area. d. Film Service to insure that the member libraries have available a variety of films for showing to groups and for lending - including the availability of film projectors. e. Interchangeable Lending allows the resident to secure a library card in the area of residence and to utilize that card for borrowing library materials from any member library in the tri-county area which is a member of the Service. The interchangeable lending enables, also, the user to return the borrowed material to any one of the member libraries with the assurance that it will be returned to the "home" library of the material.

In general, The Chemeketa Cooperative Regional Library Service has as its purpose: a three-county library service developed to promote and increase library service already existing - to provide library service for the first time where it does not now exist. The services of the Regional Cooperative include free interchangeable borrowing privileges among the member libraries, interlibrary loan, reference and information service and the development of services to the people now served by libraries within the Community College service area.

On a long range basis the Service will provide the widest range of available information to all of the people served by The Chemeketa Cooperative Regional Library Service. The information service will be provided in all media - in both print and non-print. A special emphasis will be placed on the availability of reference materials in all of the libraries with an added emphasis on a comprehensive reference collection to be located in the Salem Public Library Reference Center and specialized

materials to be located in the Chemeketa Community College Learning Resource Center. All reference collections will be readily accessible to all member libraries. The information in the Salem Public Library and in the Chemeketa Community College Learning Resource Center will be available from materials which supplement the reference and information resources of the other member libraries. The Chemeketa Cooperative Regional Library Service will provide staff with special expertise - competent and knowledgable - to develop the collections on a continuing basis and to make the information available to all libraries and their users within the tri-county area.

Among the immediate objectives of The Chemeketa Cooperative Regional Library Service are: 1) The development of the reference and information collections and services. 2) The development and strengthening of the book and non-print collection of each of the member libraries. 3) The achievement of a firm and on-going regional financial support. 4) The reaching of all of the people in the tri-county area with the availability and accessibility of library service. 5) The sharing of resouces and skills. 6) The exchange of library materials. 7) The development of continuing education.

This evaluation of the service of The Chemeketa Cooperative Regional Library Service is concerned with a review of these goals, objectives and service programs. The emphasis of the evaluation is on how well the original objectives have been achieved in the less than two years of service and the change that has occurred during that period of time - primarily during the period from July 1, 1974, through June 30, 1975, although some time period prior to the July 1974 date and following the June 1975 date will be included. The review will consider the impact on the user of the service. The user will be considered to be both

the member librarians and the people using the service. The evaluation will also be directed toward the planning for the future of The Chemeketa Cooperative Regional Library Service.

The Evaluation Survey - Purpose and Procedure - In developing the evaluation survey, the surveyor reviewed the original assessment of library needs in the tri-county area that had taken place before the program plan was developed; the development of the program plan itself; the implementation of the total Plan; the effectiveness of each part of the program; and the total effectiveness and progress of the services provided by The Chemeketa Cooperative Regional Library Service. In this assessment, the following steps were taken:

1. An evaluation of the performance of the Service in relation to the goal, the objectives and the programs of service in the tri-county area. The level of funding was taken into consideration in this review.

2. A study of the services provided and the making of recommendations as to their value and concerning new services to be developed.

3. A review of the operations of the Service and the making of recommendations concerning the improvement of those operations in relation to the services provided.

4. An analysis of the interlibrary loan and reference and information requests received and answered and of the interchange of books among the member libraries.

5. An on-site visit to all member libraries of The Chemeketa Cooperative Regional Library Service to determine the kinds of services provided; the degree of user satisfaction - the user including both the librarians and the people using the libraries. These visits included talking with the librarians, members of the library boards, government officials, users and non-users of the member libraries and of The Chemeketa Cooperative Regional Library Service.

6. A review of the statistics available and the making of recommendations concerning their value and concerning other statistics required on an on-going basis.

The evaluation study began with the needs assessment utilized in

the original development of the Plan for The Chemeketa Cooperative Regional Library Service in the Spring of 1973. The review, itself, of the outcome of the services developed under the Plan began in late November, 1975. A one-page questionnaire was sent to each member library of The Chemeketa Cooperative Regional Library Service. A one-page questionnaire was sent, also, to a random sampling of people in the tri-county area who had been residents in 1973 and are residents in 1975. The answers from the residents were returned, as designed, by the area of the three counties in which the people resided rather than by name - the name was optional with the person replying.

The on-site interviews conducted in each member library in the tri-county area were held, as often as possible, with the same people with whom library services were discussed during the first on-site interviews in 1973 during the planning of the Cooperative Regional Library Service. Library board members were interviewed, users, non-users, officials and even people from outside the tri-county area who are interested in the development of similar library service in their areas were interviewed. The evaluation is directed primarily to determine the extent to which the objectives set forth in the Plan for The Chemeketa Cooperative Regional Library Service have been met in the implementation of that Service Program. The effectiveness of the specific programs of service as put into operation is also reviewed. All is related to the future development of library service in the tri-county area.

The current statistics relating to the use and the operation of The Chemeketa Cooperative Regional Library Service were analyzed in relation to this particular evaluation. In some instances additional

statistics that had a direct bearing on the impact of the service on the user were developed.

Several questions were asked in the development of this evaluation and report. They included:

1. To what extent is the library service provided by The Chemeketa Cooperative Regional Library Service meeting the needs of the of the people in the tri-county area?

2. How accessible and available are the programs of service being provided under the Plan to the people in Polk, Yamhill and Marion Counties?

3. How active is the Service in seeking out the people who need and/or want the service program being provided by The Chemeketa Cooperative Regional Library Service?

4. To what extent are the people in the service area aware of the many library services and programs being provided through member libraries in The Chemeketa Cooperative Regional Library Service?

5. How should the future program of The Chemeketa Cooperative Regional Library Service be developed to assure total quality library service to all of the people in the area?

The evaluation is concerned with the expectations of the people for whom the service is available and accessible; it is also concerned with the expectations of the people providing the service and whether they are being fulfilled. The review takes into consideration the anticipated benefits to the people and the unanticipated benefits. The questions that will be considered primarily are - Does The Chemeketa Cooperative Regional Library Service achieve what was initially planned? Does the Service really work in its providing of library service to all of the people in the tri-county area? How can The Chemeketa Cooperative Regional Library Service be improved?

Description of The Chemeketa Cooperative Regional Library Service - Although the Plan for The Chemeketa Cooperative Regional Library Service was developing during 1973 and early 1974 for the counties of Polk, Yamhill and Marion, the area covered by the Service has a long history of informal cooperation. This informal cooperative library service has formed a strong base for the formal cooperation and will continue to be the foundation for the Service when it is financed by a serial tax levy. The Service includes fifteen city libraries in Polk, Yamhill and Marion Counties and their branches (the PYM libraries) and the Chemeketa Community College Learning Resource Center located in Salem. The Oregon State Library, located in Salem, also participates in the Service. The Mid Willamette Valley Council of Governments, located in Salem, is associated in a liaison capacity. The funding for The Chemeketa Cooperative Regional Library Service has been provided from the beginning of the service by the Library Services and Construction Act, a federal grant, administered by the Oregon State Library. This funding has not been adequate for the development of all of the services as described in the Plan for The Chemeketa Cooperative Regional Library Service.

Through an agreement among the fifteen city libraries and the Chemeketa Community College Learning Resource Center, these libraries share materials and services for the benefit of the user. This cooperative regional library service was developed to provide library service to all of the people in the tri-county area. Before the Service was developed, approximately 105,000 people in Marion, Polk and Yamhill Counties had no regular public library service. Although, presently, complete public library service is not available free of charge to all of the people in the area, each person in the three counties now has some type

of library service available and accessible.

All library service is provided through the member libraries which have remained autonomous within The Chemeketa Cooperative Regional Library Service. The Chemeketa Community College administers the regional library service as this administrative structure was found to be the most economically and governmentally feasible method of administration. The Chemeketa Community College District covers the three county area with the exception of a part of Yamhill County and does include a small portion of Linn County. By utilizing this District, it was unnecessary to create a new unit of local government. The educational mission of the Chemeketa Community College is compatible with the mission of library service to the public. To enable the administrative structure to be developed, the 1975 Oregon State Legislature revised the Oregon State Library Law to give community college districts the ability to sponsor a regional library tax levy to provide public library service.

Through The Chemeketa Cooperative Regional Library Service, the people in the tri-county area who now have public library service can utilize any of the sixteen member libraries. Through the use of their own local library, they can draw on the entire library resources of the area. The resources include books, films, recordings, magazines and informational and reference resources. Questions of information which require resources beyond the local member library resources can be answered from a reference and information center within the Service area.

There are, however, seventeen cities in the tri-county area which do not support public libraries. The people in these cities and in the rural areas are presently served through books-by-mail free of charge to

the individual because the service plan includes the financial support by the regional tax levy. The service is now provided by the funding from a federal grant. A few cities which support public libraries located in the service area of The Chemeketa Cooperative Regional Library Service are presently not members of the Service but in most instances are considering membership.

Included in the planning for the Service when the regional library tax has been established, is the addition of a bookmobile to The Chemeketa Cooperative Regional Library Service to begin mobile library service to areas where such service is required. The bookmobile will carry a full range of library resources, will have access to the entire resources of The Chemeketa Cooperative Regional Library Service; and will provide accessibility and availability of those library services to all of the people of the tri-county area in addition to the other service programs. The Books-by-mail service will be continued and intensified through the ability of more people to have access to the service available and through more resources being provided. In addition to the paperback books accessible through this program, at least two catalogs describing the books available will be issued to the people each year.

The Oregon State Library is taking an active interest in The Chemeketa Cooperative Library Service both in the planning and in the cooperative sharing of resources. The Oregon State Library Board has given The Chemeketa Cooperative Regional Library Service the number one priority in its long-range statewide plan. The Oregon State Library shares in the service with the Courier van which is provided by The Chemeketa Cooperative Regional Library Service. The van picks up and delivers material from and to the Oregon State Library daily.

The Chemeketa Cooperative Regional Library Service provides to the libraries in the tri-county area the opportunity to make maximum use of library resources now available and thus making the budget dollar go farther in providing services through such sharing. Regional library service is provided in many areas in the United States and many people benefit from such resources and services. The Chemeketa Cooperative Regional Library Service was developed, however, specifically for the people in the counties of Polk, Yamhill and Marion. A study was made of the needs of the people for library service, the financial capability of the area was surveyed for providing the kinds of service needed and many alternative administrative patterns were examined before the present program and administrative structure were developed. The Chemeketa Cooperative Regional Library Service, as developed, allows each library which is a member to retain its autonomy, enables all to share resources throughout the area as needed, provides a central reference and information center and a pool of resources when such pooling is determined by the members of the Service to be the best method of utilizing materials. The librarians of the tri-county area, the PYM librarians, with their own President and other officers make decisions concerning the services. The Chemeketa Community College Board is the governing board with the boundary of the Service that of the Chemeketa Community College District. The Chemeketa Cooperative Regional Library Service has an Advisory Board to the Chemeketa Community College Board which interlocks with that of the PYM Librarian Organization. In addition, a group known as the Citizens for Regional Library Service has been formed as well as Friends of the Library groups for the individual member libraries. The purpose of this total organization and

its financing and sharing is to bring library resources and services within the reach of everyone with a minimum of expense. Because the people residing in cities now supporting libraries will also be assessed a minimum tax for the support of the regional service, those funds will be returned to the libraries in the cities in the form of cash and services on an equalization basis that will reimburse the cities for the additional funds collected.

The purpose of this Service is to improve library programs for the public or to provide library service for the first time by supplying information to the people in the three county area in Oregon through an instant communication system among the libraries. The Chemeketa Cooperative Regional Library Service Courier van, with scheduled stops, transfers information and materials among the member libraries. The telephone credit card and the telefascimile transmission both assist in instant communication. The United States mail is utilized when rapid service is not required. The people using the Service fall into three categories - card holders in the local library who can use, on a walk-in-basis, any member library in the Service; interlibrary loan users and users of the books-by-mail service. The library user has direct access to materials in a member library and can return the materials to any of the member libraries if that user has a library card in the local library. Not only books, magazines, phonograph records, films and telefax are available but reference materials and services and information service are directly accessible. Users of interlibrary loan can request information in the form of books and information from their local library and the material will be sent on The Chemeketa Cooperative Regional Library Service Courier van to the library where the request was made.

Three important documents in the planning and the development of the Service are: the Plan - The Chemeketa Cooperative Regional Library Service; the Equalization Formula which equalizes the funding for the Service; and the Law which amended the Oregon State Library Law to allow the formation of public library service based on a community college district. The Chemeketa Cooperative Regional Library Service Plan describes the need for the Service, the objectives of the Service, the means by which such objectives are to be accomplished and an estimate of the funds necessary for their accomplishment. The Plan also describes the service-wide programs to be developed as a result of establishing the Cooperative Regional Library Service. Included are special subject collections, copying equipment, telephone credit cards, materials exchange, telefacsimile transmission, in-service training programs, public information programs and continuing education.

The Equalization Formula describes the method to be utilized in distributing the funds provided by the regional library tax in the financing of The Chemeketa Cooperative Regional Library Service. The funds, as well as the services, will be distributed on an equalization basis to the cities which are members and supporting public libraries. These funds and services will be utilized in providing library service to the people in the entire region covered by the Chemeketa Community College District.

The legislation of 1975 which added to the Oregon State Library Law the ability to form a public library service on a community college district makes all of the planning possible. Through such a service all library resources of the member libraries can be utilized in serving the entire Chemeketa Community College District

and the resources of the entire area can be strengthened through the utilization of the funds raised by the regional library tax levy.

To realize the maximum value of the service of The Chemeketa Cooperative Regional Library Service, it is necessary that the people use the services. To use the services, the people and the library staffs must be totally acquainted with all of the possibilities available to them. All members must participate fully in the program; increased publicity within and without the libraries must be developed; publicity concerning The Chemeketa Cooperative Regional Library Service must be continued, increased and made available to all age groups. The funding of the Service through federal funds has been minimal for the first year of service and much less than is required in the current fiscal year. The evaluation is, therefore, reviewing a program of service that cannot have reached its full potential because of less than full funding. The report will take this into consideration in the review.

The Chemeketa Cooperative Regional Library Service and the Objectives of the Service Programs - The Chemeketa Cooperative Regional Library Service Programs are described in the planning document itself but the program objectives of each service program should be reviewed briefly before an evaluation is made of these programs or a total evaluation of the Service is completed.

As the Service was planned, the entire resources of the libraries which are members of The Chemeketa Cooperative Regional Library Service are to be available to all other members. In some instances this sharing of resources takes the form of walk-in-library service for the people who live in cities supporting public libraries or where people living outside the cities have purchased library cards at the cost set by

the city in which they purchased a card. With the reciprocal borrowing privileges service program, these people can avail themselves of the resources of any of the member libraries on a walk-in basis. The objective of the program ties in with the goal of the cooperative service in working together to provide library service to all of the people in the tri-county area. This borrowing privilege also carries with it the privilege of returning the borrowed material to any one of the member libraries with the assurance that it will finally be returned to the library from which it was borrowed.

The sharing of resources also takes the form of a program known as the "Round Robin" which enables a library receiving a request for a book that is not held by that library to circularize all member libraries in turn until the book is located and sent to the requesting library. A simple form has been developed for this operation with the requested book being delivered to the requesting library or the person requesting the material going to the library which has the book. Through this exchange a step is taken to cooperate to provide library service to all of the people in the tri-county area. This program increases the probability of the people for finding the materials for which they have a need and/or an interest. A constant review of the procedures of this program is required to insure the continuing speed of the service.

A sharing of resources also results in the utilization of the reference and information service. To those people who have access to all library service in the tri-county area, all resources within and without the Chemeketa Cooperative Regional Library Service are available to them. Each member library has increased its resources

through the Service so that the chances of finding the answer to the informaticn or reference question has increased. The local budgets have increased, also, in most cases - sometimes beyond the point of meeting the increase due to inflation - so that the resources are greater in the member libraries. The improvement in the physical facilities in all of the libraries where such improvement was needed has increased the ability of the staff to respond positively to information and reference requests. The total number of hours open has increased dramatically throughout the Service and thus increased the accessibility to the Service. If the answer cannot be located in the member library, the Salem Public Library can usually provide it through its increased reference collection and personnel. The Chemeketa Community College Learning Resource Center can provide the answer through its specialized materials in many instances. The Oregon State Library is another resource beyond the public library and the community college resources for answering the question. The Pacific Northwest Bibliographic Center at the University of Washington in Seattle is a resource beyond all of the other libraries participating in The Chemeketa Cooperative Regional Library Service. In fact, the library resources of the world are available to the people in the tri-county area who have access to a library. Through the reference and information service of The Chemeketa Cooperative Regional Library Service, the people have access to unlimited information.

Another type of sharing that is a traditional means of providing library service is the interlibrary loan program. The interlibrary loan service is notably slow in most instances throughout the United States, but in The Chemeketa Cooperative Regional Library Service such

is not the case. Because interlibrary loan is an essential program in the Service, it is given a priority that usually does not exist elsewhere. Through a simple procedure, a member library can borrow materials on interlibrary loan to answer a request from a person in the tri-county area from any other member library. The purpose of the interlibrary loan is to provide library service to the people; in order to reach that objective, the Service has reduced the paperwork and the administrative costs of the service and has increased the speed of the service. The member libraries can also go beyond The Chemeketa Cooperative Regional Library Service program to other libraries. To do so, however, in most instances, involves more complex forms, more time and higher administrative costs. Because the program is essential to the Service to all of the people in the tri-county area, priority is given to interlibrary loans not only by the borrowing library but also by the lending library for the purpose of enabling the person needing the materials to receive them within the time period allowed.

To insure that all of this service moves rapidly, three other programs of service were developed in The Chemeketa Cooperative Regional Library Service. The Courier service was developed to move materials, requests and any other item needed among the libraries from one library to another within a brief time period. The Courier service not only enables the libraries to carry out the goal of the service but provides a communications link among the member libraries that relates to the goal of library service in the tri-county area. The Telephone credit card which is available to every member library for use in transacting library business enables library staff members to communicate instantly

with the staff members of other libraries for the benefit of the people in the tri-county area. This service has as its purpose the reduction in the time element in getting materials to the requestor and the reduction in the administrative costs in the development, utilization and transmission of written requests. A third service program for rapid communication is that of Facsimile transmission. This method of transmitting the written document over the telephone lines through the telefax equipment enables a member library to receive an accurate copy of material in a matter of minutes. By utilizing facsimile transmission, the libraries can provide to the requestor the exact copy of material needed in answer to a question of information. All three methods can easily be combined to provide instant communication for the benefit of providing library service to the people of Polk, Yamhill and Marion Counties.

The Film service is another means of sharing an expensive resource for the benefit of the people. Through the purchase of films, the rental of films and the securing of free films, all of the members of The Chemeketa Cooperative Regional Library Service can make them available to all of the people in the three counties. To help to achieve the objectives of the film service, a projector for the films is also available to the libraries.

Another program of sharing of resources available to member libraries is found in the "pool" of books that is available to the member libraries. This program is truly a cooperative venture with the definite objective of getting the books to the people as rapidly as possible. A second objective is that of maintaining a constant renewing of the member library's book collection. The pool is made up of books in good condition and of

interest to the people. The books are given to the pool by libraries and others who have such useable books to give. The libraries provide staff for a cooperative work group to process the books for use in the libraries. The librarians then choose the books needed for their libraries and take the books from the pool for the use of the people in their cities. The Service has developed a relatively simple check-out system for the utilization of the books in the libraries. The pool is located in the Salem Public Library initially but the books will be, for the most part, located in the member libraries as the program develops. The use of the books by the people is the essential objective in the service of the book pool.

Another type of sharing of resources among the member libraries is found in the sharing of the skills of the staff members in one library with the other libraries in The Chemeketa Cooperative Regional Library Service. The objective of this program is to enable all of the libraries to provide to their users the specialized individual library programs that are available in any one library. Children's programs can be shared; specialized book knowledge is available within the Service; publicity programs and other types of special programs and skills are available for sharing.

To facilitate the sharing of resources and skills and to expand the knowledge of all members of The Chemeketa Cooperative Regional Library Service, a program of special workshops and of continuing education has been developed. The staff members attending these workshops are able to refresh their knowledge of library service, learn new skills, exchange information about programs of service,

acquire knowledge about subjects that are new in the library service and to learn to communicate with each other and with the people in the community.

A program of service that enables The Chemeketa Cooperative Regional Library Service to approach more closely its goal of bringing library service to all of the people in the tri-county area is the Books-by-mail program. This service has as its objective the providing of library service to all people in Polk, Yamhill and Marion Counties who do not now have library service free to the individual. The program has its headquarters at the Salem Public Library. Through The Chemeketa Cooperative Regional Library Service, staff is provided, paperback books have been purchased; catalogs printed, distributed and utilized. The catalogs were distributed to the box-holders in the areas outside cities supporting public libraries and the books are mailed to the people who request them from these areas. The postage on the books-by-mail is paid both ways by the Service so that the people living outside cities supporting public libraries have free access to library service through the books-by-mail service. Member libraries participate in this program through telling people about the service, making the catalogs available and through returning the books to the books-by-mail center when they are returned to member libraries. On occasion staff members or volunteers assist people in the selection of the books when they have difficulty in knowing which books to request.

The entire group of programs, taken as a whole, provide the people in the counties of Polk, Yamhill and Marion with a network of information and communication. The needs of the people vary greatly and the objective of the Service is to insure that the users have access

to the resources of any kind. The people are not limited by the resources of any one library but rather have access to the resources of many libraries - that is the purpose of the service and the information network. This network is not primarily involved with the use of technology, but it is concerned with the sharing of information and with the communicating among libraries and the people and in the transportation of information. These are some of the programs which were planned in The Chemeketa Cooperative Regional Library Service to achieve the goal for library service established for Polk, Yamhill and Marion Counties. The program has moved from the phase of the assessment of library needs in the tri-counties to the action stage. It has moved rapidly from the phase of promises to the performance and delivery stage and moved almost immediately from the planning stage to the implementation stage. Of the total plan for library service, much remains to be accomplished in moving from promise to performance - from planning to implementation. To achieve that progression, The Chemeketa Cooperative Regional Library Service will require a firm financial base and continued implementation by sound planning and action.

Analysis of the Service Programs Provided by The Chemeketa Cooperative Regional Library Service - The Chemeketa Cooperative Regional Library Service is a user-oriented library service. To be successful, such a service must provide a strong reference, informational and research service as well as meeting the constant needs of people for books and other library materials. In addition to having a strong collection of reference materials in central locations and a working collection in the member libraries, a competent staff is required. Needed is not only reference and information expertise but the ability to serve the user

directly both to the satisfaction of the library user and the library staff member. What does The Chemeketa Cooperative Regional Library Service mean to the people in the three county area to whom the entire service is available? It means that the people have a new, efficient, faster and effective means of receiving information service from the fifteen public libraries and the one academic library in the tri-county area.

What is happening in The Chemeketa Cooperative Regional Library Service as a result of communications and the ability to utilize a large resource of materials and information? The number of requests received, transmitted and filled by the libraries for author and title requests and for subject requests is dramatic in its increase and in the increased ability to fill these requests. Subject requests - a request for material about a subject - have increased in number as has the libraries' ability to secure the information. Reference Questions - a question of fact - have increased less dramatically and for a second type of Reference Question - a complex question requiring a search for information - has shown only a very slight increase, taking the area as a whole. Research requests - a complex question not only requiring a search for information but also requiring an organization of the information - were insignificant in the statistics for the Service.

The emphasis in The Chemeketa Cooperative Regional Library Service has been on the sharing of materials rather than on reference and research; and on the sharing of skills, books-by-mail and on continuing education. Because of this ability to share, the result may be that the people themselves are finding the answers to their questions of information rather than bringing the request to the library in the form of a reference question. A second possibility is that of the ability of the member

libraries to take a reference and information question, make an initial search and as a result of the search, the question becomes an author or title request or a subject request to the other member libraries. The increase in the author and title requests is the highest of all the increases. A third possibility is that, because of the extensive access to information through materials to reference and research requests, this informational abilities of the libraries is seen as a new service and that the people are not yet aware of all of its possibilities.

It is suggested that a special effort be made by the members of The Chemeketa Cooperative Regional Library Service to let the people know of the expanded capability of the member libraries to answer questions of information through their own resources or through the resources of other libraries. This effort should be extended also to the research questions when The Chemeketa Cooperative Regional Library Service is on a sound enough financial basis to employ sufficient reference staff to handle research questions.

It is important that the reference collections of the Salem Reference Center and the specialized collections of the Chemeketa Community College Learning Resource Center be increased both in depth and breadth. At the same time, it is essential that the reference collections in the four largest libraries in the Service be strengthened so that staff members can more easily answer the information and reference questions that come to those libraries. The smaller libraries in the Service should also have basic reference materials to enable them to answer on-the-spot questions. In improving the reference materials, magazine collections should also be improved, especially in the reference centers. Magazines, both current issues and back-files, are vital in

reference work. To utilize these periodicals effectively, photocopies can be made, in some instances of the information needed by the inquirer. Government publications at any level of government are also essential in providing reference, information and research service. Access to such services as the Education Resources Information Center (ERIC) expand the informational abilities of libraries. In the acquiring of all of the materials, but especially the expensive or hard-to-handle materials, cooperative acquisiton, selection and retention should be employed.

In many of the programs, the Service has been most effective. The following statistics will show, to some extent, the activity in the various types of services provided to the people by the member libraries in the area of interlibrary loan, exchange of materials and in reference and information service.

COURIER REPORT FROM JULY 1, 1974-JUNE 30, 1975 - Use of the Service

Name of Library		Books and Other Items Delivered to Library
Chemeketa Community College Learning Resource Center		286
Oregon State Library	In	8970
	Out	9124
Salem Public Library including West Salem		10615
Independence Public Library		402
Monmouth Public Library		517
Dallas Public Library		879
Amity Public Library		132
McMinnville Public Library		1601
Newberg Public Library		427
Woodburn Public Library		1106
Mount Angel Public Library		64
Silverton Public Library		1871
Stayton Public Library		333
Jefferson Public Library		7
Falls City Public Library		113
Willamina Public Library		275
Sheridan Public Library		31
Total		36753

The total of 36,753 books and other items delivered by the Courier is an impressive figure. Libraries differed greatly in the number of books and other items delivered because of many factors, but it is

important to the Service that all of the libraries are using the Courier service. The postage saved by the Courier service in the Oregon State Library service alone is also an impressive figure for the year 1974-75 - $473.87 for 1,687 packages sent and the same amount of postage was saved in the return of the packages to the Oregon State Library.

The use of the telephone credit card for library business by the libraries in The Chemeketa Cooperative Regional Library Service varied according to the need of the library and the development of the habit of utilizing the credit card service. An increase in the use of the telephone credit cards should take place when the library staff members become accustomed to the ease of this form of communication and when the need for instant service increases in the tri-county area.

Within the reference services and interlibrary loan service from the Salem Public Library, the following activity took place: 1633 requests were received from the member libraries for author and title needs; 881 subject and reference requests were received. 1310 items of materials were sent to the member libraries plus 977 photocopy pages of information.

The Books-by-mail service, between September 1, 1974, and June 30, 1975, showed a total of 11,990 paperback books in the collection. 33,553 volumes were borrowed during this same period of time. All of the counties are well represented in the books-by-mail statistics, including Linn County, a part of which is in the Chemeketa Community College District. Three catalogs of books available through the books-by-mail service have been mailed out to box-holders in the Service area. A significant figure is one that indicates the need for this service -over 600 books were sent out during the first week the service was in operation.

The facsimile transmission use varies by the interest of the library

in the use of telefax and the need for the service. Also, the telefax equipment is available only at certain locations within the Service area. The facsimile transmission service was used during the first year 171 times with a high of 81 uses and a low of 1. The total number of pages sent was 363. The month in which the highest use occurred was January and the lowest November.

Several workshops were held since July 1, 1974. They were the following:

1. Reference sources at the Oregon State Library - 1 day; 28 attended.
2. Reference sources and interviews - 1 day; 18 attended.
3. Interpersonal communications - 2½ days; 39 attended.
4. Book selection in Western Mysticism - ½ day; 40 attended.
5. Library activities for children - ½ day; 21 attended.

Some of the inservice training workshop for library personnel were developed and conducted by members of library staffs from The Chemeketa Cooperative Regional Library Service and others were presented by people from outside the Service area.

The User and The Chemeketa Cooperative Regional Library Service - While cooperation in itself does not produce effective library service, the creativity and the commitment of the librarians in The Chemeketa Cooperative Regional Library Service have made it effective and have resulted in a Service patterned to the needs of the people of Polk, Yamhill and Marion Counties. Each person in the tri-county area has a requirement for access to library resources for assistance in job-related activities, continuing education, the use of leisure time or whatever needs or interests may arise. The Chemeketa Cooperative Regional Library Service is making a dramatic contribution to the library service in

Oregon through bringing library service in the three county area closer to total library service by utilizing the total library resources in that area. They are providing this service through cooperative action by all of the member libraries. But what does the resident of The Chemeketa Cooperative Regional Library Service think of its services - the library user, the library board members, the librarians, the staff members - and neighboring county residents? While it was not possible to interview all of the people, a random sample of resident opinion is provided in the following summary:

Walk-in-Library Service - Reciprocal Borrowing Privileges: This is a service which is used extensively and received much praise from users - totally. The negative comments were so few in comparison to the overwhelming positive comments that they really cannot be considered significant. The librarians and the staff members have been most careful to tell the people who are securing new cards or renewing old ones that they can use the card in any library which is a member of The Chemeketa Cooperative Library Service and can return the material to any of the libraries. The Service has made available attractive book-drops located on the outside of the library building for the convenience of the people in returning their library materials.

Courier Service: The Courier service received high praise by all of the users. The librarians found the Courier service most effective and essential to the operation of the Service. The Courier service acts not only as a delivery service but as a communication means for all of the member libraries. The people who use the library are very much aware of the benefit of the Courier service in the answers to their requests. It is common for the requestor to say, "Has the Courier brought my book?"

rather than, "Do you have the book I requested on interlibrary loan?" In fact, the Courier service has become so essential to the entire Service that a need is felt for more service. Those libraries which are now on less than a daily schedule and have enough activity to warrant the service on a more than once or twice a week delivery schedule would find improved services to the people through a more frequent delivery and pick up. There is also a need for the good communication that exists where the libraries are open when the courier van driver arrives by the libraries which presently are closed when the courier van driver comes. The dramatic success of the present Courier service results in the need for the expanded service. The cost benefit of the Courier service appears to be another factor which adds to its success. The communications benefit of the Courier service is an essential factor in the services provided by The Chemeketa Cooperative Regional Library Service.

Books-by-Mail: The books-by-mail has been an overwhelming success from the user point of view. The appreciation expressed by the users in the many, many letters received by The Chemeketa Cooperative Regional Library Service tell the story of user satisfaction. The entire population of the area eligible for the service includes those living outside incorporated cities supporting public libraries; this population needs to be aware that the books-by-mail service is available to them at no cost to the individual. In spite of the good publicity and the constant information being provided, there are still people who are unaware that they are eligible for the service. The service is a popular and valuable one available to those who do not have other library service freely available.

Interlibrary Loan Service: The user is delighted with the speed of

delivery in the interlibrary loan service and in the chances of receipt of the materials requested. Regardless of whether the material was secured through traditional interlibrary loan, non-traditional interlibrary loan or by the "Round Robin" - the requestor likes the service. In only a few instances was the term "slow" used to describe the service. Such a problem can easily be handled through a change in the procedure as such services were a problem in only isolated instances. The service is both thorough and complete; it is also rapid in the majority of cases. In most instances the service is helpful beyond the expectation of the user. The existence of the service is not known to all of the people who might take advantage of it in spite of the publicity and the constant work of the librarians to make it known. This is a service that acquires devoted and constant users once they discover its existence. In many of the smaller libraries, the people in the community have read all of the books in the library. The sharing of resources through whatever means available keeps the smaller library in the mainstream of the life of the people. The smaller libraries were most vocal in the praise of the service as they could not exist successfully without it; so were the users of the library who were interviewed. In many cases, library users have used all of the books locally available on a subject of interest so that the interlibrary loan or book exchange provides an entirely new collection of books for their use.

When the economy of such a system of sharing of books was discussed, it was determined that the sharing of resources offset the cost of the sharing through the cost benefits of the service. If a given library receives in a year 1,000 books, not owned by that library, on interlibrary loan or exchange and the average price of a book is estimated at $10.00 for that library, the borrowing library has increased its resources

by $10,000. This method of calculation can be used to assess the benefit of interchange of materials to any library. The administrative cost of securing the book on interlibrary loan or its equivalent would in all probability not equal the cost of acquiring and processing the book after it has been purchased. Through the sharing of the books the sharing of costs is also accomplished. These books received on exchange or through interlibrary loan do not replace the purchase of new books to meet the needs of the people for current materials or for specialized materials to meet the constant needs and interests of the people in the community.

Because of the affirmative attitude of both the librarians and the people using the interlibrary loan service, it must be assumed that the interlibrary loan service of the varied kinds offered performs with speed, completeness and overall efficiency.

Reference and Information Service: When a library user asks questions from the reference and information service, satisfaction with the speed and completeness of the answer is great. The problems that arise here are that very few people ask for such service or are aware of the service. In the instances where the user did have a complex problem that had been presented to the local librarian, the person was aware of the search that had been made at the local library, at the library reference center, in the Oregon State Library and at the Pacific Northwest Bibliographic Center. Satisfaction and pleasure were expressed at the success of the reference and information service in The Chemeketa Cooperative Regional Library Service. The lack of reference and information questions occurred i spite of the fact that all of the staff members involved in this service have a pleasant, friendly and helpful attitude toward the user. The staff members are very much interested in increasing

the use of the reference and information service, in improving the service and increasing the reference collection. To improve the situation, active work must be done within the member libraries and throughout The Chemeketa Cooperative Regional Library Service. There is need for letting people know that The Chemeketa Cooperative Regional Library Service can, in all actuality, get the information requested; that if the information is not readily available at the member library where the request is made, that the library can get it for the requestor. There is a need for all to know of the resources available at the Chemeketa Community College Learning Resource Center to make maximum use of its materials. The people need to be aware of all of the resources and services available to them. Without doubt, the need for information exists in every community. The people of the communities need to be made more aware of the service that is available to them.

Rapid Communication: Closely allied to the reference and information service is the utilization of rapid communication and the user satisfaction with this service. Through the telephone credit cards, the librarian can communicate immediately with another library concerning materials or information needed and requested. While the user is not usually aware that the speed with which the answer comes back or the material is received is due to a telephone credit card, the appreciation of the fast service was mentioned over and over. The librarians who used the telephone credit cards find them of great value. Libraries vary as to the use made of the telphone credit card but where it is regularly utilized, the satisfaction for the user - both the librarian and the requestor - is great.

Facsimile transmission is another means of rapid communication which is appreciated by the user. In most instances, the requestor

realized why the information was so quickly secured because the material itself is transmitted visually and appears in verbal form. Telefax is necessary only in some instances but is most valuable at those times; this is the chief involvement in the use of technology in the information network in The Chemeketa Cooperative Regional Library Service. Libraries vary greatly in their use of the telefacsimile method of communication but those which do utilize this service find it of great satisfaction to the staff needing the information and to the person requesting the information.

Questions Asked by the Users: The questions are of varying types and can be predicted only in a general way - the kinds of activities in the community is one indicator and the current trends in society in general is another. People in the educational field who are doing research on subjects related to their work bring questions to the staff - some obscure references and some readily located. Questions on auto-repair are of constant interest as well as questions presented by people in business and industry. With many of these users, the fact that the material in which they can find their answers was sufficient to them to indicate satisfaction with the library service received. Questions on hobbies for pleasure or hobbies that had turned into a business or profession are continuing questions. Some of these subjects are pursued for many years by the requestor so that the librarian can call attention to material received in that particular field of interest. The questions are as simple, sophisticated, complex and varied in nature as are the questions received in a large metropolitan area when the Service area is taken as a whole. While the questions were not large in number, they reflect the interests of the people in the community. For those people

who took advantage of the services, there was a constant affirmative response and an expressed enthusiasm for the service that provided complete, speedy and satisfactory answers to the questions asked.

One of the factors in assuring the satisfactory response by the user is the original interview with the people when the question is asked. With well-trained staff, with continuing education and workshops and with the attitude of helpfulness that is present in The Chemeketa Cooperative Regional Library Service, the staff member is able to understand quickly the exact information needed. As a result the user received a satisfactory answer to the question.

How Well is the Chemeketa Cooperative Regional Library Service Working? - In the review of the program of service with the librarians in The Chemeketa Cooperative Regional Library Service, the following was the assessment of the satisfaction with the present service programs in the reaching of the objectives:

a. Working together to provide library service to all citizens in the tri-county area: Per cent achieved was: 80%

b. Providing training through special workshops: Per cent achieved was: 78%

c. Sharing resources for the benefit of the user: Per cent achieved was: 85%

d. Sharing skills for the benefit of the user: Per cent achieved was: 68%

e. Service for the user through a network of information: Per cent achieved was: 68%

Comments that should be included in the study of the percentage to which the present objectives are being reached are: To achieve the objectives will require funding to accomplish the working together for the benefit of the user and an increase in some areas such as workshops; that on a

comparison basis with the service before the development of the total cooperative service, many of the percentages toward reaching the objectives would automatically become a 100% achievement.

In the rating of the specific programs by the librarians, the following are the results concerning the present programs of service:

a.	Reference Service	Average
b.	Rapid Communication	Average
c.	Courier Service	Above Average
d.	Film Service	Average
e.	Books-by-mail	Above Average
f.	Reciprocal Borrowing Privileges	Average

Specific statistics taken at random concerning the programs are: the Stayton Public Library's circulation doubled within the last year. The number of people using the Falls City Public Library has also doubled. 10,000 people attended the film programs held in 9 of the public libraries during a 9 week film program. In a review of the telephone credit card use, it was found that the larger libraries had made use of this service frequently and that almost all of the smaller libraries utilized this service at some time - some of them frequently. A spot check of the calls made indicated that the majority of the calls ranged in cost from 40 cents - 80 cents per call with the greater number at a cost of 40 cents per call. A review of the use of the facsimile transmission service indicated that such materials were transmitted on the following: soft ball diamond; auto repair directions; charts; percentage tables; budget figures; pictures; and rush book orders. Other uses were made but these are typical uses. In 1974-1975, The Salem Public Library received 1633 author and title requests and filled 793; the subject requests received were 881 with 777 filled. In July to December 1975, 603

author and title requests were received and 223 filled. 419 subject reqests were received and 351 were filled. The subject request figure in all instances includes the reference requests also. The number of materials lent was 671 and of photocopy pages sent, 432. The total Salem interlibrary loans to library members in The Chemeketa Cooperative Regional Library Service in 1974-75 were 2103. In the same period the total number of interlibrary loans from the member libraries to the Salem Public Library was 35. In the first part of 1975-76 the total Salem Public Library interlibrary loans to member libraries were 1274. The interlibrary loans from member libraries to Salem Public Library in the same period were 12. The number of interlibrary loans received by the Salem Public Library listed here does not include loans from the Oregon State Library.

From the users' point of view as expressed by the people responding to the questionnaire and the interviews, the library service has improved in every respect. Many of the users of the books-by-mail expressed their appreciation of this service. Several such users also expressed the wish to be able to utilize libraries directly. They are very appreciative of the books-by-mail service but wish to be able to have full library use.

The Chemeketa Cooperative Regional Library Service appears to be accomplishing much in the way of improved service but requires full funding and a longer period of working together to achieve totally the present goals and objectives. Many positive statistics could be given for individual libraries in addition to those given. There is, however, an uneveness in the use of the services provided that should be corrected. The libraries which are using the services well should continue to do so. Those not using the services available should correct the situation. When the services are available, they should be utilized by the libraries to

gain the complete benefit for the services offered and paid for by the complete Service. The foundation is, however, firmly established for the development of future programs and services.

Some of the problems that have been identified by the member libraries in The Chemeketa Cooperative Regional Library Service have been: overdue books; loss of books; physical limitations of buildings that prevent the showing of films; the film projector not readily available; less often than needed Courier service; communicating with and among member libraries; the lack of a universal library card that would permit direct access to library service for all the people in The Chemeketa Cooperative Regional Library Service.

Some of the greatest benefits to library users that have been identified by the member libraries in The Chemeketa Cooperative Regional Library Service have been: the Round Robin requests - both in the filling of the requests and the receiving of the material; the use of the Pacific Northwest Bibliographic Center; the Courier service; the books-by-mail service; the exchange of books among the libraries; the ability to use other libraries; interlibrary loan. The Courier service was identified as having been of the most benefit in rapid communication and the telephone credit card and facsimile transmission, the least. The Film service has worked well in some areas and has been of great benefit; it has worked out less well in others. The working together as a group for a common purpose has developed a strong interdependent working group of librarians with a commitment to providing library service to all the people in the tri-county area.

Future Service Programs of The Chemeketa Cooperative Regional Library Service - The future programs of The Chemeketa Cooperative Regional Library Service will develop to a great extent in relation to the

funding of the Service. While the Service was being funded by federal funds, the budget for 1974-1975 was $184,392. A larger budget is required by the Service. A funding approximating $280,000 to $300,000 will support an adequate library service program on a regional basis and through cooperation in the three county area. A three year serial tax levy in the Chemeketa Community College District would support The Chemeketa Cooperative Regional Library Service for the three year period. With the assessed valuation in the District for those three years, a 10.9 cent tax per $1,000 of assessed valuation for the first year and 10 and 9.2 cents for the second and third years, the Service should be able to provide an adequate cooperative regional library program. The cost per person for this tax would amount to the cost of one or two paperback books - $2.50 per year on a $25,000 house. Programs of library service can then be carried out on an adequate and continuing basis within The Chemeketa Cooperative Regional Library Service.

Among the objectives of the Service will be the development of a program of mobile library service to the entire region. This program will be in the form of a bookmobile providing needed and wanted library service. In this additional program, library service will be actually accessible to all of the people. Books-by-mail will still be required as there are people in the service area who cannot come to a library or a bookmobile.

The universal library card has high priority in the future of The Chemeketa Cooperative Regional Library Service. People want and need to be able to use a library directly. Through the use of the equalization formula, the universal library card will really be a value both to the libraries and to the users.

Facsimile transmission should still be included in the future of

The Chemeketa Cooperative Regional Library Service. The questions that were answered by the telefax equipment in the period being evaluated could not have been answered in any other way with the speed and accuracy that was required. It is essential that compatible equipment be available among all the libraries that are providing service in The Chemeketa Cooperative Regional Library Service.

The Film program should be continued because it has been most successful in some libraries in the Service area. The program does need study and modification, however, because it does not presently serve all equally.

The Courier service is essential in the future of the Service. The Courier service is vital in maintaining in The Chemeketa Cooperative Regional Library Service the high peak of effective cooperative library service now existing. The schedule should be reviwed to add stops at libraries where such additional stops are needed for good service and to insure that the stops are made at times when the libraries are open.

More resources are needed for all member librari s - books and films are a requirement; personnel in addition to the present staffs is also needed. It will be necessary to study carefully the impact of the added resources on the personnel and, therefore, on the library use.

Because communications among member libraries, boards and committees are vital for a good over-all regional cooperative library service performance, efforts should be directed to insure that information is exchanged and that decisions are made cooperatively. The information concerning decisions that are made should be disseminated rapidly for complete understanding by all. The availability of all minutes of meetings to all members in the Service will assist in the success of future library service. A newsletter issued at regular intervals will also be

helpful in solving the communication problem.

The training of personnel is vital in the providing of library service in the future. The member librarians and their staffs should be polled to determine the direction, content, frequency and length of workshops in continuing education programs.

The hours of service in the libraries should be increased. The present increase has been excellent but in many libraries in the area, longer hours are needed. In some instances, a sampling study is needed to determine the hours when the people are most likely to use the library. Library hours should then be adjusted if such is needed, according to the results of the study.

Continued improvement in the physical appearance and the physical convenience of the library buildings should be made. Excellent progress has been accomplished since 1973 but a continual effort in that direction is required.

The information, reference and research service should be given a high priority status in the future. Public information about the program is needed for the people. This service usually develops more slowly than other aspects of a regional cooperative service. It is an important service. When the people learn its value and its extent, a firm, constant and ever-increasing use will be made of the service.

A union periodicals list has been developed in The Chemeketa Cooperative Regional Library Service. The list includes the holdings of the public libraries in the Service area as of September, 1975. As the list is revised and up-dated the Chemeketa Community College Learning Resource Center holdings should be included. A second union list which would be most helpful is a specialized subject resource list. This list should definitely include the Chemeketa Community College

Learning Resource Center so that member libraries will know where to secure information on special subject inquiries.

Library service to business and industry was developed in the beginning of the Service. This commitment should be continued and intensified. Such a service is a vital one and can be provided through the facsimile transmission service, the specialized subject material available, the reference materials, films and the Courier service.

The present commendable organizational activities of the PYM Libraries through committees should be continued. There should be a constant review of the committee assignments and the work of the committees. All of this will insure sound planning and effective implementation of the plans. In any cooperative service much of the responsibility for many programs and coordination falls on the largest public library in the region; such is true with the Salem Public Library. It is important that the Salem Public Librarian be an active participant in The Chemeketa Cooperative Regional Library Service. Consideration should be given, however, to the employment of an administrative assistant for the Salem Public Library by the Service. Such an additional position would assist in carrying on the increased workload.

As The Chemeketa Cooperative Regional Library Service moves into the future, there will be many new programs added; there will be the dropping off of some of the old as well as the revision of present programs of service. It is important that The Chemeketa Cooperative Regional Library Service remain close to the people so that the Service will be ever reflective of their needs and interests.

Summary and Recommendations - Based on an analysis of regional library reports of The Chemeketa Cooperative Regional Library Service - both written and oral, on specialized evaluation, on library visits on-site

and user interviews and questions, the evaluation concludes with short and long range recommendations. These can provide goals for the future planning as The Chemeketa Cooperative Regional Library Service develops a firm financial basis through a regional library tax.

In general, The Chemeketa Cooperative Regional Library Service is providing a higher level of service to the people in the area than ever before. However, to meet its stated objectives, definite efforts must be made to improve in some areas of service - chiefly in information and reference service. There are really no guidelines for determining the number of reference and information questions that should be received in the Service. Population and geographic characteristics, as well as library resources, have an influence on the potential number of reference and information requests that will be received by libraries. This is all in keeping with the concept of shared resources. As the reference and information questions increase, the need for resources throughout the three counties will increase. This assumes that few libraries, if any, can be self-sufficient. Shared resources will be necessary in the providing of adequate reference and information service. The following recommendations are developed to include the present reference and information service and to take into account its potential growth.

Recommendation I - That the present services provided by The Chemeketa Cooperative Regional Library Service be continued. The present programs are primarily the following and are listed in priority order of the adequacy with which they are utilized: 1. Courier service; 2. Books-by-mail; 3. Interlibrary loan and exchange; 4. Reciprocal borrowing privileges; 5. Film service; 6. Reference service; 7. Rapid communication. The development of resources, the sharing of materials, the employment and development of staff, the contracting for services and the development of communication have allowed these programs to develop. The interlibrary loan service, the round robin, the reciprocal borrowing privileges, the book pool, the roving book collection, the Courier service, the books-by-mail and the increased collection of materials have increased immeasurably the access to services of all the people in the three county area.

Recommendation II - That immediate steps be taken to set up cooperative communications with other types of libraries in the three county area - school libraries, media centers, academic libraries, institutional libraries and special libraries. Such a cooperative awareness can well develop into the issuing of a courtesy card that introduces the user of member libraries of The Chemeketa Cooperative Regional Library Service to another type of library, perhaps with a prior telephone arrangement. The use of the courtesy card could refer the user to the right place to secure the needed information or material. The user could then know the right library, the place within the library and the name of the person who is to provide the assistance. Such cooperation can be the beginning for more formal cooperation including the joint acquisition of expensive and/or specialized materials.

Recommendation III - That the PYM Council of Librarians and The Chemeketa Cooperative Regional Library Service Advisory Committee explore ways in which the cooperative regional library service can assist all member libraries to move out into each individual community; to provide library service to those not now being reached and to provide library service to groups needing sp cialized services. The regional cooperative library service should have as its goal the reaching of all segments of the population and to fill needs not now being met. These two groups should explore, also, the possibilities of securing foundation funds or funds from other sources to enable the Service to move into areas of library service not now being provided. In so doing, The Chemeketa Cooperative Regional Library Service groups should consult the user and potential user and work with community groups to ascertain their needs and interests.

Recommendation IV - That the Salem Public Library activities be determined formally to be the coordination of services. Such coordination will be required as the Service develops. Some of the developments will include: 1. The encouragement and implementation of Servicewide means of bibliographic control - union lists or their equivalents; 2. Servicewide publicity and public relations; 3. The recruitment and training of staff to be the liaison between the libraries and the community; 4. The study of the improvement in the method of equipment purchasing; 5. The development of policies and procedures to make the information and reference service more effective; 6. The establishment of a planned program of bibliographies and an evaluation of reference sources; 7. The development of a current awareness program in The Chemeketa Cooperative Regional Library Service. While all of these services can be developed and implemented by all libraries working together, much of the coordination will, of necessity, fall on the largest public library in the region; it is recommended that an administrative assistant position or its equivalent be established by the Service for the Salem Public Library in its coordination role.

Recommendation V - That the quality of existing regionwide services be improved; that the number of services be increased; that new services be added as needed; that outside funding be sought for the specialized new services. The number of people receiving total library service should be expanded and service should be provided to the people not now receiving full library service. An effort should be made to improve efficiency and effectiveness in the services now provided.

Recommendation VI - That The Chemeketa Cooperative Regional Library Service develop a newsletter to maintain complete communication among the libraries. Such a publication can be helpful, also, in exchanging ideas with other regional library groups.

Recommendation VII - That a Long Range Planning Committee be established. The Committee should be made up of representatives from both the PYM Librarians and The Chemeketa Cooperative Regional Library Service Advisory Committee. The purpose of the work of the Committee should be to develop a comprehensive program of service for the next three years and a less detailed plan for the two following years. The total planning would be for five years and should be so developed that the plan of service will be constantly moving ahead in time and in service. The Committee should work in cooperation with other committees now established and working. Such a committee can develop plans on how the services can expand and improve the personnel, resources and programs for the benefit of all. Two priorities that should be considered are: the expansion of resources in the form of books and films; the consideration of the developing of specialists within the Service area such as a specialist to work with all of the libraries in the area of children's service and library service to young adults.

Recommendation VIII - That continuing research and evaluation be undertaken by The Chemeketa Cooperative Regional Library Service to maintain the service on a high level of activity. Specific areas that should be considered are: the effectiveness of the programs; the effectiveness of the cooperative regional library programs in serving the individual; the total impact of the Service; the effectiveness of the Service for the delivery of library and information programs; an assessment of the total funding and the equalization formula; the assessment of equal access to library services by the people in the tri-county area; the review of the number of people in the are who are non-users.

All of the recommendations cannot be carried out immediately; nor should they be - rather one should logically follow another. The important impact of the cooperative regional library service is the of the concept of a library from a place where people can come for books to an active out-reaching information center where access is easy and all information from everywhere is available to everyone. To a very great extent this concept has been developed in The Chemeketa Cooperative Regional Library Service but such a concept requires constant programming. There must be public information programs that appeal to the consumer and explain the services available. Training programs and workshops are required by staff members to enable them to locate information and

to see that it is speedily delivered. Needed in training also is the emphasis on the maintaining of constant contact with and among other staff members in the Service. Every effort must be made to maintain the users' priorities of service programs rather than those of the libraries.

Although this report commends, in general, the present services of The Chemeketa Cooperative Regional Library Service, alternative services or approaches to cooperative regional library service programs should be considered continually. The Service should be outward looking and should include cooperation with other regional and cooperative library services. The member librarians in The Chemeketa Cooperative Regional Library Service are committed to regional cooperative services, knowledgeable about them and energetic and open-minded. As new developments in library service emerge, they will be the first to utilize them. These present, new, alternate or complementary services will provide, on a continuing basis, quality library service to the people in The Chemeketa Cooperative Regional Library Service.

APPENDICES

THE CHEMEKETA COOPERATIVE REGIONAL LIBRARY SERVICE - A DIRECTORY

Polk - Yamhill - Marion Counties

MEMBER LIBRARIES	HEAD LIBRARIANS
Public Libraries	
Amity Public Library Amity, Oregon 97101	Eileen Lewis
Dallas Public Library 637 Court Street Dallas, Oregon 97338	Patricia Knight
Falls City Public Library Box 31 Falls City, Oregon 97344	Edna Crockett
Independence Public Library 311 Monmouth Street Independence, Oregon 97351	Shirlee Krasnick
Jefferson Public Library Jefferson, Oregon 97352	Ruby Wynd
McMinnville Public Library McMinnville, Oregon 97128	Rose Marie Caughran
Monmouth Public Library 232 S. Jackson Street Monmouth, Oregon 97361	Virginia Gillis
Mount Angel Public Library Box 455 Mount Angel, Oregon 97362	Sister Annella Gaeden
Newberg Public Library 503 E. Hancock Street Newberg, Oregon 97132	Mildred Renne
Salem Public Library 585 Liberty Street S. E. Salem, Oregon 97301	Claude Settlemire
Sheridan Public Library 142 N. W. Yamhill Street Sheridan, Oregon 97378	Arlene Miller
Silverton Public Library 410 S. Water Street Silverton, Oregon 97381	Lorna Mueller

Stayton Public Library 260 Second Street Stayton, Oregon 97383	Sharon Russell
Willamina Public Library Willamina, Oregon 97396	Marian Rapp
Woodburn Public Library 280 Garfield Street Woodburn, Oregon 97071	Pearl Kosta
Academic Libraries	
Chemeketa Community College Learning Resource Center 4389 Satter Drive N. E. Salem, Oregon 97303	Jean Gustafson
State Libraries	
Oregon State Library State Library Building Salem, Oregon 97310	Eloise Ebert
Liaison Organizations	**Representative**
Mid Willamette Valley Council of Governments 400 Senator Building 220 High Street N. E. Salem, Oregon 97301	Alan Hershey

CHEMEKETA COMMUNITY COLLEGE

Donald Newport	President
Ray McCue	Dean of Instructional Services
Hap Cresser	Coordinator of Educational Resources
Clarence Caughran	Coordinator of Community Development

CHEMEKETA COOPERATIVE REGIONAL LIBRARY SERVICE - ADVISORY COMMITTEE

Mr. Claude Settlemire, Chairman	Librarian Salem Public Library Salem, Oregon 97301
Mr. Fred Graham, Vice Chairman	Superintendent Stayton Union High School District No. 4J 757 West Locust Street Stayton, Oregon 97383
Mr. Wesley Sullivan	The Oregon Statesman Editor 280 Church Street N.E. Salem, Oregon 97301
Dr. M. D. Shockey	508 Hayster Street Dallas, Oregon 97338
Mr. Ken Martin	City Manager Monmouth, Oregon 97361
Mr. Howard Smith	Oregon State Education Department 223 Rock Street Silverton, Oregon 97381
Mrs. Rose Marie Caughran	Librarian McMinnville Public Library McMinnville, Oregon 97128
Mrs. Pearl Kosta	Librarian Woodburn Public Library Woodburn, Oregon 97071
Mrs. Jean Gustafson	Librarian Chemeketa Community College 4289 Satter Drive N. E. Salem, Oregon 97303

CITIZENS FOR REGIONAL LIBRARY SERVICE - COUNTY CHAIRMEN AND CO-CHAIRMEN

Rex Hartley	Marion County Chairman
Joanne Noffsinger	Marion County Co-Chairman
Clint Forbes	Polk County Chairman
Ellis Stebbins	Polk County Co-Chairman
Charles Freeling	Yamhill County Chairman